

Sitka Historical Museum

Recommendations for Programming for the Sitka Historical Museum

**The Foraker Group
Pre-Development Program**

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Executive Summary

Introduction:

A new addition to Centennial Hall for museum and visitor services is proposed. This offers an opportunity strengthen Sitka's museum services to the community and to the visiting public, and to make space available in Centennial Hall for revenue making meeting spaces. This report suggests museum best practices for space, staffing, and budget. Museum operations include providing collection management, a safe, interesting exhibit area, and educational programs to engage the community and Sitka's visitors. This report identifies the level of services possible with the recommended staffing, budget and space.

In Sitka, as in many other communities in Alaska, the collections are owned by the historical society and the facility is owned by the City. Sitka residents are fortunate that the Sitka Historical Society (SHS) has preserved so many historical objects, and operated a museum for Sitka since 1971. In addition to offering exhibit and educational programs, the Museum currently preserves and documents over 8,000 historical objects/artworks, 25,000 photographic prints/negatives, and 110,000 archival materials. Preservation and documentation of collections is an on-going public trust responsibility and the basis of any museum's mission. SHS is fortunate to have had the support of the City in providing critical space and utilities. Sitka benefits from this team effort.

Critical Needs:

Despite heroic efforts by the small staff and volunteers, there are several critical needs at this time.

- The Museum has seriously outgrown its space in Centennial Hall. The collections are packed into a 300 sq.ft. on-site dedicated collection processing/storage room, with about 130 sq.ft. of workspace crafted out of the exhibit gallery. Unheated space in the Pulp Mill Administrative Building is free, but with no guaranteed continued use. The U.S. Geodetic Survey White House leased from the USDA Forest Service provides critical work and storage space, but not for irreplaceable museum objects. A museum's public trust responsibility is to care for their collections to last **forever**.
- The exhibit space is not adequate, and the exhibits are old and tired. Staff is taking steps to protect objects from deterioration from light and is slowly revamping the exhibits. They have recently emptied one exhibit to create a small temporary exhibit area. A total redesign of the exhibits is needed.
- Staffing is not adequate to perform basic tasks on a professional level. There is a very large backlog of collection management tasks-probably 5 years x 2 FTE

- to get caught up. The Museum's Curator, summer museum interns, and volunteers focus on collection management as much as possible. Plus in 2011 alone 750 historical objects, photographs and archival materials have been received. Approximately 15,000 acquisitions since 2001! This is a huge number to process with the current staffing, let alone catching up the backlog. It will be critical to have collection information efficiently accessible when designing exhibits for the new space.
- A stable revenue source is needed to attract and retain professional staff.

Recommendations:

The following recommendations for staffing, programming, space and budget are based on museum services offered to the community and the related workload.

- **Space:** A 5,800 sq. ft. dedicated museum space is recommended, located off a visitor services and orientation lobby connection to the new, enlarged Centennial Hall entrance. Designed for efficient, sustainable operation, this size would be adequate for exhibits to tell the story of Sitka's peoples. Museum level environmental controls will ensure the preservation of the collections and enable the Museum to borrow objects and temporary exhibits from other institutions.
- **Staffing** would provide best practices care of the collections, safely open the Museum 7 days a week in the summer and 4-5 days a week in the winter, maintain and change exhibits on a set schedule, and provide educational activities. Staffing is recommended at 4.5 FTE, plus 6-9 months of a museum or archival student intern per year, and volunteer assistance at the front desk, in collections, and other activities. Reliable staffing and employee benefits are crucial to attracting and retaining staff.
- **Budget:** The Museum operating **budget** should be adequate and stable to attract and retain staff and to safely keep the museum open, accomplish interpretive activities (exhibits and educational programs), care for collections, and market the museum services. A balanced budget will require a commitment from the City and from the Society. New exhibits, in a new improved space located off a visitor information lobby should increase revenues dramatically, with appropriate marketing and operation. An operating budget of \$???,??? is recommended.

Planning should start soon. In order to design and install new exhibits to tell Sitka's story, staff and the community need to create an outline of potential exhibits themes and identify objects and interpretive material to interpret the themes. Sitkans should develop the exhibit themes for implementation by professional exhibit designers. Staff should gather statistics and surveys to best understand their audience and how to market aggressively and cost effectively.

Introduction & Methodology

Museum History

The Sitka Historical Society was established in 1957, and installed a museum operation into the newly constructed Centennial Hall in 1971 when the Society was invited by the City “to provide exhibits of local history in the building.” The U.S. Department of Commerce Grant to construct Centennial Hall stipulated that the building be “...a Civic center, convention and exhibition building” and, indeed, the 1966 plans show about 2/3 of the building as “Exhibits.” An 1967 letter from F. Gaines Sutherlin, the Alaska Centennial Project Officer, to the Mayor and City Council complements the building but expresses a concern about the use of the building:

...I am sure you gentlemen appreciate that your application for construction funds to erect this building was based on the continued use of this building as a convention and community center and to display historical items of significance and interest to the people of the world relating to Sitka and the State of Alaska History...Space is also to be maintained on a continuing basis for a tourist promotion and information office in the building.

Sutherlin letter: August 28, 1967

The Museum first was operated by society volunteers. Isabel Miller volunteered as full-time museum manager from 1972 until 199?. Since 1971, the City has recognized the value of the museum operations by providing space, utilities and, until last year, janitorial assistance. This has allowed the historical society to focus on their mandated public trust responsibility of preserving the rapidly growing collections, keeping regular open hours for the museum exhibits, providing school tours and educational programs, assisting historical researchers, and providing outreach exhibits and support of community historical and cultural events and projects. The Museum’s mission, collections and exhibits appropriately focus on the human history of the Sitka area.

The mission of the Sitka Historical Society is to preserve and promote the events, stories and artifacts of the human history of the Sitka area for the inspiration, education and benefit of the public and future generations.

Museum Planning

Sitka is pursuing an exciting vision for a new museum, and a visitor services lobby connected to the Centennial Hall expansion and remodel. The expansion will offer the opportunity for a more successful and professional museum operation and enhanced visitor services. Museums are a natural pairing with visitor services as museum exhibits provide orientation to new residents and visitors, and a sense of place and pride to Sitka’s residents.

The Foraker Group Pre-Development Program is assisting with planning to insure that the new facility and operation are well-tailored to the community needs, sustainable, based on museum best practices, and provide a sound basis for a long-term successful program. Mary Pat Wyatt of Alaska Cultural Resources was hired in October 2011 to provide *recommendations* on based on museum best practices on:

- facility size, museum space allocations and adjacencies,
- professional staffing levels, and
- a balanced budget.

These recommendations assume that the Museum will be located off a welcoming, and dry, lobby that will serve as a visitor information and orientation. The lobby would be equally welcoming to both the lightering side of Centennial Hall and the main entrance coach drop-off area, and allow visitor access to vendors located outside. In this space would be located visitor brochures and an information desk. The SCVB has expressed an interest in providing and stocking rack cards, staffing a visitor desk and, if financially affordable, would be interested in renting a small workspace or office to provide a permanent staffing. It would be wise to pursue this possibility in depth as to daily and seasonal use, as the Museum staff could not assume visitor services.

One idea presented to the Sitka Historical Consortium group was the possibility of permanent, built in exhibit cases that might be rented by non-profit historical and cultural groups and managed by Museum staff. Sheldon Jackson Museum, Sitka National Historical Park, and the USDA Forest Service have all expressed great interest. A large interactive map would be helpful, but what visitors really like is contact with local residents. The lobby would also access restrooms, Centennial Hall, and the “Made in Alaska” sales room. Ideally the lobby would find a variety of uses seasonally.

Sitka is fortunate to have the advantage of other communities’ experience. The McDowell Group researched *Alaska Libraries and Museums: A Review* in 2007, comparing several newer museum and library facilities on the Kenai Peninsula, Prince William Sound, Kodiak, Aleutians, and Southeast Alaska. The research for this planning document used that publication, plus Foraker recommendations for the Seward Museum and Yupit Piciriyait Museum in Bethel, and a Foraker Survey on Salaries and Benefits for non-profits. Recommended spaces for the proposed Sealaska Heritage Institute and the Cordova Center were also studied. Bob Medinger, Museum Executive Director, provided operating and history information on the Museum, and I contacted museums in Cordova, Ketchikan, Juneau, Wrangell, Nome, and Wasilla to provide comparison statistics found in this report, Appendix A. Special focus was on museums that shared a facility.

Planning and preparation that should start immediately is:

- Assemble a Standard Operating Procedures Manual (see suggested outline appendix ?).
- Create a Daily Visitor Report. A single sheet would record visitation numbers, special groups, identify special events that affect visitation, record volunteer names & hours, admission revenue and Museum Shop revenue. This will provide valuable statistics to help with staffing and revenue projections, scheduling, budget and grants. (See sample in appendix ?).
- Create an outline of exhibit themes, and start identifying objects/materials for interpretation.
- As mentioned, accelerate data entry with photographs into the Museum's collection data base. Inventory collections by year and track number of accessions and number of objects/photos/archival received each year to to better understand workloads and collection growth needs. That information was not clearly available for this report. Include this data in the Museum Annual Report.

When establishing position salary levels/ranges, careful comparisons were made to existing positions at the Pratt Museum in Homer, the Cordova Museum, and the Juneau-Douglas City Museum; and from information from The Foraker Group 2010 Salary Benefits Survey, The Alaska State Museums the Consumer Price Index from the Bureau of Labor Statistics.

The Museum has been far sighted in applying for and receiving AAM's Collection Stewardship Museum Assessment Program (CSMAP) grant which funded the recent visit and report evaluating the museum collections and making recommendations for improvement. They were also successful in receiving a \$35,500 Rasmuson Organizational Advancement Grant focusing on .

Specific planning activities for this report also included information gathering in Sitka in October 24-26, 2011 from a SHS Museum Committee meeting, a Sitka Historical Consortium meeting, museum staff, Centennial Hall staff, City staff, and Sitka Convention and Visitor Bureau staff, among others. I am working closely with MRV Architects on space layout and adjacencies to ensure practical application. Their work includes the estimation of facility construction and operating costs.

Current Museum Space Allocations and Operations

Museum Space The Museum collections are owned and managed by the Sitka Historical Society (SHS), a 501(c)(3) nonprofit. The Museum exhibits, Museum Shop, office, and some collection processing and storage are located in a 2,155 sq.ft. in Harrigan Centennial Hall, owned by the City and Borough of Sitka (City). The City also supplies utilities and, until recently, basic janitorial services. Centennial Hall is open seven days a week with support spaces, such as restrooms, meeting rooms, mechanical and lobby.

It is difficult to calculate the space the exhibits actually take in the 1,666 sq.ft. public area as it is so chopped up. This area includes a 75 sq.ft. reception/sales desk, a 300 sq.ft. Museum Shop, about 65 sq.ft. of collection work/storage, a 40 sq.ft. table for research and receiving donations, plus circulation. The space has no interior walls, which makes it appear small. A small temporary exhibit space was created by removing a permanent exhibit.

Support space can be found in the **White House**, a 1901 U.S. Coast and Geodetic Survey house on the National Register of Historic Places. Approximately 1 mile up the hill, it was recently leased from the U.S.D.A. Forest Service for \$100 per year, plus maintenance, grounds keeping, insurance, and utilities. SHM is about to enter into a 30-year lease, with a five year eviction safety clause. This house serves to process and store archives, photos, art and objects, and exhibit and supplies storage, and as critically important intern housing. Historic objects, plus museum supplies and equipment are stored in the basement, accessed by outside and inside narrow stairs. Archival collections are stored on the main floor back bedroom where an efficient processing area is set up, while the front room are used for exhibit production and meetings. Two rooms on the second floor are used for housing interns and visiting consultants, and the third to be used for exhibit production with the closets in two of the three bedroom storing framed artworks. Collection storage fills 205 sq.ft. (817 cu.ft.).

Two rooms (504 sq.ft.) in the **Pulp Mill** Administration Building Basement provides the third dedicated museum space. This space is free, but there is no guaranteed continued use agreement. It has no environmental controls, but it is sprinkled and the doors lock. Museum objects should be covered with sheets and then with visqueen to protect against damage from dust and moisture, and from potential damage if sprinklers go off. Furniture and oversize historic objects (including Father Veniaminov's table, a NWC decorated armoire, and Bishop Rowe's travel items, archival material, museum equipment and supplies are stored here. Historic collection storage fills 315 sq.ft, (1265 cu.ft.).

Public Hours and Visitation

The Museum is open daily to the public from 9:00-5:00 from early May to late September. During the winter it is open Tuesday through Saturday from 10:00 to 4:00 and for special events, conventions, and when the ferry is docked. Most cruise ship passengers are either lightered to a dock at Centennial Hall or brought to Centennial Hall from other docks by busses. Shore excursions and vendor booths, plus the popular "Made in Alaska" sales area, are located at Centennial Hall. During the summer, when cruise ships are in port, the Sitka Convention and Visitors Bureau maintains an information services desk in Centennial Hall lobby, staffed by CVB paid and volunteer staff. Independent travelers in summer and winter generally have more time to spend in Sitka.

Sitka visitor numbers were supplied by the SVCB. The visitor numbers in the table below are calculated at 80% of cruise ship, 63% of ferry passengers, and 44% of air travelers, based loosely on the 2007 calculations the McDowell Group used for visitors to Juneau for the Juneau Convention and Visitor Bureau. A new Alaska Visitor Statistics Program Report will be published in February 2012, and it is possible for SCVB to purchase a special Sitka report of this more current data.

Year	Cruise Ship Visitors	Independent Travelers By Ferry	Independent Travelers By Air	Total Sitka Visitors	Museum Visitors Actual	Admission/ Shop Revenues
2006	213,620	7,131	33,111	253,862	40,220	\$4411 / \$46,583
2007	187,538	5,515	33,954	227,007	26,848	\$2,469 / \$65,838
2008	239,002	7,486	29,392	275,880	28,562	\$7,316 / \$99,007
2009	175,928	6,145	28,785	210,858	26,648	\$7,515 / \$74,201
2010	117,119	7,131	27,661	151,911	20,886	\$7,201 / \$58,502
2011	98,512	7,000 est.	25,000 est	130,512	22,060est.	\$4,411 / \$46,583
2012	98,500 est.					

It is important to know what percent of Sitka's visitors go to the Museum, what percent pay admission, in order to understand revenue sources and have a basis for projection. The Museum, is about 30-40' down a corridor from the lobby visitor information area in Centennial Hall. Although well-signed, it is not well-located for visitor traffic. Approximately 10% of the Museum's visitors are estimated to be residents who visit the museum during the winter months when the museum is free. A new location directly off the visitor information lobby should increase admission and sales by 25 - 50%.

About 14% of Sitka's 130,512 visitors went to the Museum in 2011. Visitors are counted electronically and then the number divided in half, with a few more reduced for staff entering and exiting. It would be smart during the winter to do an actual tally, and compare figures. Admission was by donation until 2009, when a summer

admission fee of \$1.00 was instituted, and then raised to \$2.00 in 2010. The raised admission is appropriate and does not seem to have made much impact on the number of visitors. It appears that the Museum may not be as assertive as they should be in collecting admission, or many visitors may only go to free Museum Shop, yet are counted on the electronic door counter. The 2011 revenue indicates fewer than 2,200 paying visitors.

Over the past few years museum visitation has dropped as Sitka visitor numbers have dropped. The large drop seen in museum visitation in 2007 may have occurred when the tour company started dropping off passengers immediately before the New Archangel dance performance, not allowing a 15-20 minute visit in the museum. The Museum does not charge admission in the winter and children are free. The Museum should record visitor numbers 2-3 times a day, daily, and seasonally and periodically conduct visitor surveys to determine if visitors are residents or visitors, how many times they have visited, their favorite display, and ask for constructive criticism.

Admission and Museum Shop Revenues:

The Museum operates on a small budget compared with other Alaska museums. It is in transition from a small museum run by dedicated volunteers, to a museum run by museum professionals. The chart below is a rough allocation of the Society's revenue over the past five years. All revenues are not used for museum operation. The Total Income and Total Expense columns are from the Museum's Profit and Loss Statements.

Year	City Support	SHS Fundraisers	Project Grants	Admission	Museum Shop	Total Income	Total Expense
2007	\$36,000	\$5,900	\$22,520	\$2,469	65,838	\$144,649	\$121,008
2008	\$44,500	\$6,900	0	\$7,316	99,143	\$165,150	\$158,559
2009	\$130,250	\$15,150	\$4,594	7,515	74,201	\$235,869	\$166,102
2010	\$ 78,535	\$15,125	\$21,800	7,201	58,502	\$203,768	\$208,787
2011	\$120,000	\$1,010+	\$37,501	4,411	46,582	\$219,408	\$223,530

The Society/Museum has recently changed to fiscal year accounting in order to be more in line with the City. The Museum's projected annual revenue is \$179,000 for FY2012 (July, 2011 – June, 2012).

The Museum Shop, which sells items closely related to the collections and Sitka history, is located near the entrance and the front desk so staff can do both reception and gift shop duties efficiently. It appears quite successful and brings in approximately \$2.50 per visitor.

SHM writes and receives annual Alaska State Museum Grant-in-Aids which have funded various projects and equipment. The Museum does not participate in the

Rasmuson Art Acquisition fund. However they recently received a Rasmuson Organization Improvement Grant.

Staffing

Sitka Historical Museum is currently staffed by 3.10 FTE:

- **Museum Executive Director:** 1 FTE, responsible for overall direction, supervision, grant writing, budget management, fundraising, and facility management of the museum space.
- **Curator of Collections and Exhibits:** 1 FTE, responsible technical museum collection management and exhibit design and installation & upkeep tasks, and educational tours.
- **Visitor Services Manager:** .75 FTE, responsible for front desk duties, Museum Shop purchasing/management, oral historical interpretation, and clerical. (Full Time May – Sept; 24 hpw Oct.-April.)
- **Museum Assistant:** .35 FTE, assists with front desk, gift shop, and interpretation duties. (Full time in summer, 6 hpw in winter.)
- **Museum Graduate Student Intern:** 10-12 weeks, to primarily help with collections management, but also provide back-up during the summer.
- **Volunteers:** Average of 6-8 hours weekly of collections assistance, plus additional assistance.

Please see Appendix A for a comparison with other museum operations. 3.98 is an average staff of 11 museums in Alaska.

Collections

The Museum's permanent collections consist of 8,000 historic and fine art objects, 25,000 historic photographs and negatives, and 110,000 archival objects. The collections are augmented by about 50 loaned objects. Only 1% of the permanent collections have been entered in the PastPerfect museum management data base, and about ½ of 1% have documentation photographs entered. Documentation photographs are currently being taken and linked to the records but these tasks are slow. Approximately 143,000 acquisitions are pending entry into the data base. 750 objects were acquired this year, primarily through donations. Records need to be updated to understand a five year trend. Processing 750 objects a year would typically occupy 1 FTE full time to process. Sitka's curator has multiple tasks including collection and exhibit care and maintenance, and education programs.

Some outstanding objects and documents in the collections which should receive better interpretation and display include:

- A significant historic painting collection including a 1879 painting of the *Jamestown*, 2 James Everett Stuart paintings of Sitka, 2 Theodore Richardson paintings, and many Dale DeArmond prints and woodblocks.
- 40,000 photos and negatives of Sitka and Alaska from 'The Photo Shop,' which documented Sitka history from 1924-1960.
- Captain George Emmons' journal from the *U.S.S. Ossippe*, Oct. 27, 1866-Dec. 31, 1867.
- Artifacts from Vitus Bering's ship *Gabriel*.
- Gen. Jeff Davis' pistol, 1st American commander in charge of Alaska.
- Alexander Baranov's mortar. (*OK-what did he do with a mortar?*)
- Mary Willert Chilkat Robe, used regularly in local ceremonies.
- Armoire with carved NWC design.
- Table reportedly made by Father Veniaminov (St. Innocent).
- 8' x 8' diorama of Russian era New Archangel in 1867.
- Four Russian era ship anchors, one possibly from the *Neva*.
- Bishop Peter Trimble Rowe's traveling organ, **tool kit**, and photo album.

Exhibits

The Museum's interpretive exhibits adhere appropriately to their mission to tell the story of the Sitka area's human history. A small percent of the museum collections are on exhibit, and there are large gaps in the Sitka story, due in large part to lack of space. Given the small 1,600 sq.ft. exhibit space in Centennial Hall, recommendations are to regularly rotate exhibited material in order to provide better preservation and also to interpret Sitka's rich heritage and encourage visitation by the local residents. This is difficult given the limited staff and other critical duties. A small area is dedicated to viewing a video about Sitka history.

To better serve the public small outreach exhibits have been installed in locations around town including: the Russian Bishop's House, 1st Bank, the Westmark Hotel Lobby, the Pulp Mill Administrative Building Lobby, the Performing Arts Center, the Sitka Airport, and the Dive Shop. In addition, photomurals reproduced from the museum collections are located in Centennial Hall hallways and additional photomurals using the museum collections are being developed and installed by SeaMart in their stores. A State Historic Preservation Grant is helping to develop and install an exhibit at the ANB hall in 2012.

Educational Programming

Education programs include themed school tours for all 4th grades, plus other grade school tours are given to students from outside the Sitka area, and are **free of charge with donations accepted**. Many tours are part of a tour that also includes a visit to other museum and/or historic site. The 1867 diorama is a favorite exhibit.

There are multiple fund raising events for adults. There is a small area in the exhibits where historical videos may be played. **In the summer, the video plays continually.**

Marketing and Advertising

The Museum has a very small marketing and advertising budget. **They rely on free listings on websites, travel books, and newspaper articles.**

- The Museum produces a brochure which can be found in the SCVB brochure racks, historic walking map, and has its own website. They are #18 on the SCVB website under “Play”, “Attractions” and under “Shopping” which lists contact information, a photo, location on a map and short description. <http://www.sitka.org/play/attractions/>
- They can be found on the City’s website by searching under Harrigan Centennial Hall, then Visitors, under Things To Do listing. Unfortunately, this list does not say where any of the “Things to Do” are, nor does it link to the attraction’s website. <http://www.cityofsitka.com/visitors/index.html>
- On the web they are mentioned on “Trip Advisor,” “Wikipedia,” “Via Michelin,” “Moon Travel Guides,” and some other sites.
- They are also listed in the free “All About Sitka” newspaper guide and the SCVB “Sitka Through 4 Seasons” guide, and the SCVB’s Vacation Planner.

FY 2012 Museum Budget

Bob to send electronic copy of FY2012 budget and revenues so I can insert here

Foundations for Recommendations

Size of a facility depends on the size of the collections to be exhibited and stored, the number of staff that require offices or workstations, and the museum services offered to the community and to the visiting public.

[See Appendix A: Comparison Chart \(sent separately\)](#)

This chart was updated for this report. It compares community size, museum size, ownership of the collections and building, staffing, budget, city financial support, and city facility maintenance of 11 museum operations in the Alaska with a special emphasis on Southeast museums and museums associated with a larger facility. If there is an asterisk (*) in the column it discusses here:

- Juneau-Douglas City Museum: volunteers and interns **each** equal 1 FTE.
- Dorothy Page Museum: The 800 sq.ft. cabin also serves as visitor center. They manage several cabins on their grounds. They anticipate moving into the vacated city library in a few years. The City maintains their building, but their budget is charged for the service.
- Ketchikan Museums: Two facilities. They anticipate moving into the library portion of their building in the next 1-2 years when the new library is completed. They will then have 24,000 sq.ft. of dedicated museum space.
- Valdez: Maintains two buildings.
- Cordova Museum: New facility is under construction and that size is used.
- Carrie McLain Museum, Nome: They have funding to construct a new facility of an estimated 10,000 sq.ft.

This chart shows that Sitka's museum is small in size, staffing and budget. It is interesting to note that four museums on this list are anticipating new, increased space in the next few years.

Staffing level depends on maintaining the workload and the services offered to the public at a museum best practices level.

Staffing of approximately 4.50 staff, with 12 weeks to 9 months a year of museum and/or archival graduate student intern assistance and some increased volunteer assistance could maintain the workload below and the anticipated increase in visitation.

Recommendations in this report are based on:

- a relatively large, rapidly growing collection with a large backlog of work,
- open to the public daily (56 hours per week) in the summer, 20-25 hours week in the winter,
- new permanent interpretive exhibits maintenance, with temporary exhibit changes 5-8 times a year, and securely managed lobby and outreach exhibits,

- 20-30 children's tours/activities and 10-15 adult events per year, focusing on the winter months.

It is anticipated that the exhibits will be designed professionally in the new facility. Designing the exhibits will take about 12 months, with installation requiring two-three months. In order to accomplish this efficiently, it is recommended that planning and preparation start immediately.

Recommended Level of Operation

New Space

The recommended solution would consolidate Museum operations into one environmentally controlled, sustainable space, with some support space off-site in the White House. This would provide the best preservation for the collections and the most efficient staffing. The proposed museum addition to Centennial Hall of 5,800 sq.ft. is recommended to serve the Museum's needs for 15-20 years of growth. Adjacent to the Museum would be the visitor services lobby.

Public spaces (Reception/Exhibit Galleries/Museum Store) should anticipate a 25-50% increase in visitors and revenue the first year, with a 5-10% increase in the following 3-5 years before leveling off. This first increase would primarily be caused by the improved location and new exhibits. This increase would take place within the current hours of operation. The subsequent increases would be caused by smart marketing and understanding and meeting audience needs.

When comparing size with other community museums (Appendix A) the recommended Sitka museum space may seem small. However, many of the museums have space allocated for restrooms, mechanical rooms and lobbies, which Sitka Historical Museum will not need, as it has the advantage of sharing these spaces with Centennial Hall.

Centennial Hall Museum Space	Existing	Proposed
Reception Desk Area	75	150
Museum Store	300	350
Permanent Exhibit Gallery	1,100	2,000
Rotating Gallery	100	500
Collection Storage Room	300	900
Collection Processing/Research	80	400
Exhibit Preparation Room	0	250
Offices	1 @ 200	4 = 570
Storage & Equipment	0	150
Circulation @ 10%		530
TOTAL SPACE	2,155 sq.ft	5,800 sq.ft.

Shared facility spaces the Museum may use, but not listed here, are:

- New Visitor Lobby
- Rest Rooms located off the lobby (for public and staff)
- Loading Dock
- Janitorial
- Conference/Meeting Rooms

Museum Public Spaces

Reception Area

- Purpose: To greet and supervise museum visitors, accept admission fees, serve as Museum Store sales counter, store visitor coats/backpacks, and serve as a workstation.

Located in the Museum's entry, off the main lobby behind lockable doors, a reception desk would be used by staff during open hours, and potentially during closed hours. During open hours staff would greet visitors, offer information, take admission, conduct museum store sales transactions, and provide supervision and security of the galleries. A countertop would provide space for guest book, brochures, and convenience for both standing and wheelchair bound visitors without blocking entry/exit circulation. A workstation and security monitors could be hidden behind the counter. If needed as a workstation during closed hours, task lighting would prevent the need for gallery lights, preventing deterioration of the collections and saving electricity. Space for two individuals is recommended.

This area would be large enough to enable individual visitors and classrooms of children to leave their coats, backpacks, and umbrellas in a semi-secure location. This will protect the collections from introduced moisture and dirt, and help prevent accidents to exhibits, while making the museum visitor more comfortable. Windows and/or glass doors would be inviting, therefore a handsome, intriguing space, is desired.

- Current Size: 75 sq.ft.
- Recommended Size: 150 sq.ft.

Museum Store

- Purpose: To generate revenue for the museum operation while offering the visitor an opportunity to purchase quality items relating to Sitka's history and culture. It also provides an opportunity to support, and gain revenue from, temporary exhibits by artists and others.

In the new space the store should continue to be near the entrance/exit to allow one staff member to handle both admissions and store sales and assistance, and to allow visitors to access the store without paying admission. Increased visitation will result in increased sales, and require a larger inventory.

The Store is the big money maker, averaging around \$2.50 per visitor over the past five years. To continue to be a big money maker, the Museum will need an attractive and plentiful inventory that relates to the museum mission and/or collections. Imagine what could happen if the Museum increases paying visitors by 50% the first year of

operation, and about 10% for the next five years as projected in the new facility.

Currently a long window wall is along one side, and display cases along another side. A window looking into the space is recommended to entice visitors, but walls are also desirable to display potentially large and dramatic pieces. A slightly larger space could be justified.

- Current Size: 300 sq.ft.
- Recommended Size: 350 sq. ft.

Permanent Exhibition Gallery

- Purpose: To be used for long-term exhibition of the Museum's, and borrowed, collections to tell the story of the human history of the Sitka area.

The purpose and intent of the museum galleries, the Museum's primary public space, is reflected in the Museum's mission statement:

The mission of the Sitka Historical Society is to preserve and promote the events, stories and artifacts of the human history of the Sitka area for the inspiration, education and benefit of the public and future generations.

An adequately staffed, environmentally controlled and secure space will allow the Museum to borrow collections which help tell Sitka's story from other institutions. Research at the Alaska State Museums' collections documents 365 objects cross-referenced under Sitka. Other Sitka based institutions, or private collections, could "fill the gaps" and provide a service to other institutions or collectors through long-term display.

It is difficult to get a size on the current actual exhibit space as it is so chopped up with collection management and research spaces, reception and Museum Store. One exhibit was recently removed to make room for a small, approximately 100 sq.ft. temporary exhibition space. A new 2,000 sq.ft. gallery, dedicated to permanent interpretive exhibits, and including a small video area seating up to 20 people, would experience heavy use at times during the summer, and could accommodate visiting school groups, Elderhostel groups, and docent tours and yet feel comfortably sized for independent visitors. This would almost double permanent exhibit space, and reduce collection storage needs.

Wide (9-10') openings into the gallery (and into the Museum itself) are necessary to accommodate large objects, exhibits, and exhibit cases. High ceilings, 12-14,' and no windows are recommended. Design should minimize, or efficiently locate, doors, thermostats, smoke/fire alarms, light switches, and vents to provide uninterrupted walls and flexible space.

- Current permanent exhibit gallery size: 1,100 sq. ft.
- Recommended size: 2,000 sq. ft.

Temporary Exhibition Gallery

- Purpose: To be used for short-term traveling exhibits and 1-3 month exhibits generated in-house or by the community.

Temporary exhibit research, design, installation and de-installation can be very time consuming. But they are an excellent service to the community and increase museum visitation. Sitka museum staff realizes this and are exploring the possibility of establishing temporary exhibit schedule in which approximately three one-month exhibits per year are developed and installed by staff and the community would install another five per year. Thus, a typical schedule could be:

- September: Museum generated Alaska Day exhibit
- October & November: Community/Artist exhibits
- December: Borrowed traveling exhibit
- January, February March: Community/Artist exhibits
- April – September: Museum exhibit geared to school tours & summer visitors

The Museum would develop a temporary exhibit policy and require applications from prospective community organizations and/or artists at the beginning of each new season, perhaps in the spring. Many museums and arts councils have policies and experience to share.

Traveling exhibits come in all sizes, and most are flexible to fit a variety of spaces. The Alaska State Museum has an attractive traveling exhibit program that is free except for shipping costs. It has a number of exhibits, with large and small formats to serve a variety of venues. One exhibit from the Alaska State Museum, "Dale DeArmond: Nondalton Legends" takes only 60 linear feet, and includes a video and player. This would be a natural, which could be augment a temporary display of the museums own DeArmond prints. Another, "*Eight Stars of Gold: The Story of Alaska's Flag*," also requires 60 linear feet, might mesh with an Alaska Day exhibit. The size and source of traveling exhibitions depend on the Museum's budget to rent and transport the exhibition, staff to install it, and the security and environmental controls to meet lenders' requirements. Most traveling exhibits are loaned for 1-3 months and need to be reserved months in advance. Having the schedule set by August of every year would enable producing a season poster.

500 sq.ft. was considered a good size by several of the Consortium Meeting attendees. This gallery could be able to be divided into two smaller gallery spaces, using Mili-Walls or other movable wall systems if needed.

The temporary gallery should be accessible from the museum reception area without

going through the permanent exhibit gallery. Some museums prefer the ability to close off the permanent exhibits with a security wall during special occasions. The gallery space design should minimize, or efficiently locate, doors, thermostats, smoke/fire alarms, light switches, and vents to provide uninterrupted walls and flexible space and yet provide one large door. Ideally, the temporary gallery should be convenient to a receiving area so exhibit crates do not need to go through the main gallery. This may not be possible in Sitka. High ceilings, 12-14,' and no windows are recommended.

- Current Size: 80 sq.ft.
- Recommended size: 500 sq. ft.

Museum Non-Public Space

Collection Storage Room

Purpose: Secure storage of the museum's permanent object, photographic and archival collections, and potential storage of some loaned collections.

As noted above, the Museum's collection storage room is overflowing. The permanent collections consist of about 8,000 historic and fine art objects, 25,000 historic photographs and negatives, and 110,000 archival objects. The collections are augmented by about 50 loaned objects. An astounding 750 objects were acquired this year, primarily through donations, but records were not available to understand a 5-year growth trend. It appears that many new donations are archival materials and photographs which take relatively little room.

The square foot and cubic foot measurements of stored museum collections in the three storage locations were taken:

- Sitka Historical Museum: 107 sq.ft. 860 cu.ft.
- The White House: 205 sq.ft. 815 cu.ft
- Pulp Mill Administrative Building: 315 sq.ft. 1,265 cu.ft.
637 sq.ft. 2,940 cu.ft.

An on-site collection storage room, 900 sq. ft. x 10 feet high, would accommodate compacting storage of approximately 750 sq. ft. x 9 feet high = 6,750 cu. ft., if the room is configured efficiently.

The recommended size of the collections storage room should accommodate 15- 20 years of growth. The size takes into consideration the doubled gallery size, thus more objects will be on exhibit and not in the storage room. Also, compacting storage is assumed, to provide densely packed storage requiring about 45% less floor space.

If compacting storage is not used, increase size by 350 sq. ft.

The Collection Processing room should be adjacent to the Collection Storage Room, and the Collection/Exhibits Curator's Office near both. Double doors

- Current Size: 3 storage facilities 637 sq.ft. 2,940 cu.ft.
- Recommended Size: 900 sq.ft. 6,750 cu.ft.

Museum Collection Processing and Research

- Purpose: This space is used for receiving, inspecting, cataloging/accessioning, photographing and preserving acquisitions, and preparing collections for storage and exhibition, and for research of collections by staff and researchers.

This size is suitable for 1-3 working individuals. It would have areas for cleaning, photographing, and processing a variety of large and small objects, photographs, and archival materials. Museum objects may be safely stored here for days or weeks waiting processing. Security is necessary, and admission to this area is restricted to staff, collection volunteers, and staff-accompanied researchers. A "No Handling" policy is always in place.

One large table would be at one end, separated from the processing area, to be used by researchers. As museum/archival best practices requires that staff be present when researchers are using the collections, a small workstation would allow staff to work while researchers are present. It is possible that the Museum's reference library could be moved into the research side of this space. Care must be taken that the processing side is off limits to the public.

The Museum Processing Room would include cabinetry, shelving, double sink, large tables, photography/scanner set up, possible fume hood or increased ventilation, 5-6 4-drawer file cabinets of collection records, processing and storage supplies, and a small freezer. Bulk supplies would be stored in the White House.

- Current Size: Museum & White House 280 sq. ft
- Recommended Size: 350 sq. ft.

Offices

- Purpose: Private and shared offices for 4FTE employees, plus seasonal interns, and volunteers.

Museum current staffing of 3.10 FTE positions share a single office with three desks, the reference library, copier, supply storage, overflow artwork and the communal coffee station is located in the Museum's one office. Two other workstations are located in the collection room and a space in the exhibit area and in the White House.

This report recommends a permanent, stable, staff of 4.50 FTE, with 6-9 months of a museum studies or archival graduate student intern. The four office recommendations below would accommodate two or more workstations/desks per office.

- Executive Director: a private office with small conference table suitable for meetings of 4-6 people. 150 sq.ft.
- Collection/Exhibit Curator: shared office with seasonal Intern, located near the Processing Room. 150 sq.ft.
- Archivist & Program Coordinator: 2 ½-time shared office 150 sq.ft
- Visitor Services Manager: office shared with volunteer desk, copier, coffee, undercounter refrigerator, and office and Museum Shop supplies to last 1-2 months. 120 sq.ft.
- Museum Assistant: stationed at the front desk.

A future position, not recommended at this time, could be an Exhibit/Marketing & Advertising Curator. If this position is anticipated in the next 5-10 years, another office is recommended.

No workstations can be located in Collection Storage. However, a compact workstation in the Processing Room and at the front reception desk is advisable, with collection documentation file cabinets kept in the Processing Room.

- Current Size: 169 sq. ft. (1 shared office)
- Recommended Size: 360 sq. ft. (4 shared offices)

Exhibit Preparation

- Purpose: To assemble museum exhibits, cut and spray-mount labels, make exhibit mounts, and repair/make armatures, etc.

Currently exhibit changes take place directly in the exhibit gallery, obviously disruptive to visitors, in another room in Centennial Hall if available, and/or at the White House. The room would be furnished with hand and power tools, a flammables cabinet for paints and combustibles, a small fume hood or ventilation suitable for spray paints and adhesives, worktables, and storage cabinetry with countertop and sink. It would be large enough to temporarily house an exhibit case and a wheeled cart and be suitable for 1-2 people working at a time. This is where dirty, dusty work such as sanding, sawing, and painting would take place. This activity is not appropriate in the Processing Room. Staff would use this space sporadically, but intensely. This space should be located so exhibit cases can be transported easily to and from the galleries, but not a door directly into a gallery.

- Current Size: None
- Recommended Size: 200 sq. ft.

General Storage

- Purpose: For storing exhibit cases, and exhibit, educational and oversize supplies and equipment that are used on a regular basis such as the Milli-Wall system. Bulky, and long term storage of equipment and supplies would continue to be at the White House

This small room would contain shelving to maximize storage space. It would be used for storing exhibit cases, props, lighting, and building supplies, flammable paint storage, dollies, larger pieces of museum equipment, furniture and supplies not in constant use, plus up to 30 teaching kits. The seven current kits are 14" x 25" x 4" each.

- Current Size: None
- Recommended Size: 150 sq. ft.

Proposed Staffing

Staffing: **4.5 FTE plus interns and volunteer assistance**

As with any small museum, the staff will still job share. Staffing goals are to manage this program efficiently, yet professionally.

- **Museum Director:** 1 FTE, to provide overall direction and supervision, grant writing, budget management, fundraising, and facility management of the museum space. With an increased staff comes increased organizational and supervisory duties.
- **Curator Collections & Exhibits:** 1 FTE, with a professional Museum Studies degree, to accomplish technical museum collection and exhibit duties, assist researchers.
- **Museum Archivist:** .5 FTE, ideally with an Archives degree. There is a large back-log and large number of recently acquired archival materials requiring inventory, scanning, and accessioning into the Past Perfect data base and re-housing. This position would also assist archives and photo collection researchers. It is possible that after 5 years, when the backlog of collections are accessioned, the position could be eliminated, and replaced by an “Program Coordinator” to assume responsibility for youth and adult activities and events and marketing/advertising.
- **Visitor Services Manager:** 1 FTE, to manage front desk and Museum Store, recruit & schedule front desk volunteers, volunteer appreciation event, and clerical responsibilities including daily visitor statistics and money handling.
- **Program Coordinator:** .5 FTE, to develop and implement museum educational programming, activities, and marketing and advertising. This position would focus their time from September through May.
- **Museum Assistant:** .5 FTE, a summer seasonal employee, would assist with front desk duties full time in summer, 6 HPW in winter.
- **Museum Intern:** .5 FTE One - two museum studies or archival graduate interns would primarily help with collections records management and preservation assistance. *Budget for six to nine months of assistance.*
- **Janitor:** Contract employee to provide 1-hour, 5 days a week in summer, 1- hour, 2 days a week in winter to vacuum and collect and remove garbage on a weekly basis. Museum staff would clean exhibit glass during opening duties. ***It is difficult to hire such a part-time position and it would be ideal if Centennial Hall staff could include this in their duties.***
- **Volunteers:** .5 FTE: 7 3-hour reception desk volunteers in summer, 4 3-hour reception desk volunteers in winter; 2-3 3-hour collection volunteers year round; 2 special event volunteers; 5-8 volunteers for special projects.

Staff deserves benefits. The scope of this report does not recommend a health benefit plan, but one calculated at 30% of salary. However, “The Foraker Group Salary & Benefits Survey for 2010 offers Data Trends:

The most significant and probably reliable trend is a continuing (from 2002 data) move away from a vacation/sick combination toward a paid-time-off structure with a single leave bank. A single bank is easier to administer and eliminates a number of problems with sick leave in particular. Other movement appears to indicate:

- *Cost shifting makes employees responsible for a larger proportion of premium payments and cost of care.*
- *Employees are paying larger deductibles.*
- *Consistent movement is seen toward a high deductible health care plan paired with a Health Reimbursement, Health Savings or Flexible Spending Account with employers funding part or all of the supplemental account.*
- *Waiting periods for health care coverage may be smaller.*
- *More organizations are offering retirement plans.*
- *More organizations appear to be offering a comprehensive benefits package including dental, vision, life insurance, long-term disability and accidental death and dismemberment.*

Additionally, The Society for Human Resource Management (SHRM) reports the following projected trends for 2010:

- *Higher out-of-pocket costs*
- *Greater use of incentives to stay healthy*
- *Increase in monitoring spousal or dependent coverage to ensure eligibility*
- *Reduction of health plan options*
- *Growth in consumer-directed health plans*

Data Trends, page T2

Recommended Operation Goals

So what level of services and revenues can you expect from the recommended space and staffing and budget?

Annual Cycle

Museum operation is impacted by distinct seasonal changes, particularly in Alaska where there are wide seasonal fluctuations in visitation. But it is always busy.

- During the summer, the focus is on daily maintaining a safe, secure and welcoming operation while performing on-going collection management, intern recruitment, research assistance, and planning for fall/winter/spring temporary exhibits, fall fundraising events and Alaska Day activities, and educational programming.
- Shorter public hours in the fall and winter (open 4-5 days a week, 5 hours per day) permit focusing on collection management, coordinating and/or installing temporary exhibits, updating permanent exhibits, professional development, collaborative relationships and projects, designing the next summer's exhibit, offering youth and adult activities, grant writing, recruiting a new intern and marketing. Fall also focuses on school tours, getting advertising for the next summer exhibit to publications, advertising changing exhibits, and participating in the Sitka Purchase celebrations.
- Spring also focuses on school tours, installing the new summer exhibit, ordering and restocking the Museum Shop, training paid and volunteer summer staff, designing, ordering and disseminating brochures and posters, and writing Alaska State Museum and Rasmuson Foundation grants.

Public Hours and Staffing

With the recommended staff of 4.50, the Museum could be open daily, 8 hours a day during the 4 ½ month summer (56 hours per week). During the winter, open 4-5 days a week and five hours a day to best serve the Sitka residents would be possible. The Museum would also be able to open for special events such as evening exhibit openings, conventions, ferry dockings, and by appointment. Open hours should be evaluated annually to meet community use. Counting visitors, hours of the day that receive the most visitation, and periodic surveys will help set open hours that best serve your audience.

About 60 staff hours per week in the summer, and 27 hours per week in the winter, are needed to safely and securely open, close, and staff the front desk. There should be two staff in the building when open to the public in case of an emergency. Trained volunteers could be one of those staff, but should assume the responsibility operating the Museum. This schedule allows for 15 minutes before opening and after closing for

security checks, secure cash handling, and visitor and sales record keeping. The front desk should be designed to serve as a workstation, greeter's desk and Museum Shop desk to make multi-tasking possible during slow visitation. There should always be a welcoming greeter at the front reception desk.

Visitation

The Museum attracted about 2,200 paying visitors in 2011. In 2010 it was closer to 3,600 paying visitors, averaged at 3,000. Because of the enhanced, larger new facility in an excellent location off the primary visitor information services lobby, collaborations, actively taking admission (not relying on the honor system), improved exhibits, effective marketing, and quality programming with AV presentations, paid museum visitation is expected to increase by 50% the first year, and by 10-15% for each of the next five years. A reasonable goal after five years should be 20% of Sitka's visitors or approximately 20,000 summer visitors per year, each paying \$4.00. Most visitors come during summer months and to special events. So, if visitation to Sitka does not change significantly, work and plan for 6,000 paying visitors x \$4 = \$24,000 the first year, \$22,500 the second year, \$30,000 the third year, etc.. With the increase in visitors will come a significant increase in Museum Shop sales.

General Admission should be raised to \$4.00 per adult, with children free. \$4.00 for admission is common in other Alaska museums of this size. Several options could be considered for Sitka residents' admission including:

- May 15-September 15: \$4.00 adult admission; free for children under 19.
- Free admission for SHS members.
- \$10 - \$20 annual individual or family passes. The Alaska State Museum has interesting annual pass options that should be reviewed.
- Free winter admission sponsored by local businesses, service groups, or individuals. You will need to track admissions/donations per month and average it to get a suggested amount to subsidize admission. An admission sign might read: "ADMISSION IS FREE THIS MONTH THANKS TO _____"
- A donation jar near the front desk might solicit donations for a particular thing or cause, for example the purchase of the Bob DeArmond painting.
- Give away something. Paying visitors get a postcard, the Historic Walking Tour Map, or similar item. The same item would sell for \$.50-\$1.00 in the Museum Store.

Museum Shop

Museum Shops range in size from about 70 sq.ft. to 1,074 sq.ft. in six museums studied in the McDowell Group's 2007 *Alaska Libraries and Museums: A Review*. The same study indicated that between 0 - \$45,000 was budgeted to purchase Museum Store merchandise annually and \$20,000 - \$60,000 was earned in revenue. In Kenai, some revenue is from a percentage of the sale of a summer art exhibit. Many

museums view their Museum Store as an important service to local artists, and an educational extension of their mission.

The location of the Museum Shop near the entrance off the visitor information lobby, with a window display onto the lobby, would be extremely attractive to the summer visitors who congregate there. The front reception desk staff who greet visitors, would also staff the Museum Shop. Quality merchandise that relates to the museum collections and mission is important. A combination of expensive, unique items, possibly on commission, and inexpensive items is recommended. A policy of not underselling local retail stores should be adopted. Other successful museum shops, such as the Alutiiq Museum's, should be queried about their most popular and best revenue making items.

Revenues averaged \$68,000 per year over the past five years, with average visitation of 25,000. But Sitka visitation has declined. Based on sales of \$2.50 per person, and visitation does not decrease substantially, a roughly 50% increase in visitors over 2011 who only come into the Shop could be 30,000, to equal sales revenues of \$75,000 per year. This is an extremely important revenue source.

It will be important to schedule volunteer reception/greeters on cruise ship days to provide backup for staff who would assume very busy Museum Shop duties on those days.

Exhibit Programming

Exhibit gallery space will be over twice as large as the current space. In addition to the museum galleries, integrative photo-mural displays throughout the Centennial Hall should be continued. Exhibits should be well labeled with the museum name and logo, and an invitation to visit the Museum. As attractive as integrating exhibits into other areas of the building might be, focusing the exhibits in the Museum is important to insure maximum revenue. Exhibit interpretation and installation requires research, design, environmental controls, and preservation considerations, plus a firm commitment to present balanced, unbiased interpretation. A visit to Sitka's museum should help the visitor understand the history and culture, as well as help Sitka's residents, particularly the children and new residents, understand their sense of place and community.

The newly designed **permanent interpretive exhibits**, mostly in new exhibit cases, will continue to focus on and interpret the history and culture of Sitka in the larger exhibit gallery. Professional exhibit designers should design the layout of exhibit cases in the gallery. They would need significant assistance with the collections and interpretation and Sitka history themes so that they can also design, plan and install objects in each display, and write and design interpretive material, which should be reviewed by staff and advisors. This will require working closely with the staff throughout the process. Exhibit design should start about one year prior to opening

the completed building. Although these exhibits should be considered long-term installations, they should be designed to accept newly received objects and have interpretive labels that could be reproduced in-house.

A small **temporary exhibit gallery** is envisioned for short term traveling exhibits, objects from the collections, local artists, and collaborative exhibits possibly with the school district and/or other organizations. Initially, the Curator of Collections and Exhibits could design and install three exhibits including a special exhibit which would be displayed April through September. The Curator also could coordinate two-five exhibits designed and installed by the community. Many museums offer their rotating gallery to local artists who hang, label, and take down their own shows following established guidelines, thus reducing staff time. The museums then receive a commission on sales. After a several years, exhibits might increase gradually to seven, if the community participates to keep workloads low.

An exhibit case near the reception desk might feature recent acquisitions, community events, or private collections that could be changed two or three per year. This could provide an excellent opportunity to engage the community.

Approximately 35% of the Curator's time would be on exhibit design and maintenance: upgrading and maintaining the permanent exhibits, changing exhibit cases, inventorying outreach exhibits and gallery exhibits, and coordinating rotating exhibits.

AV Presentations: The Museum should obtain the rights to show one 15-25 minute video in a small 15-20 seat mini-theater in the exhibit gallery. This would be popular with summer visitors, and advertised as a delightful way to rest their feet! In the summer, these programs should be put on a continuous loop DVD to show on the ½ hour, starting ½ hour after the Museum opens and ending ½ hour before the Museum closes. Age appropriate videos could be a part of a 1 hour museum school tour. Eventually, the Museum may want to commission a videographer to film a 20-minute history of Sitka suitable for 6th grade through adult.

Educational Programming

Goals and scheduling should be worked out carefully, building the program slowly. Staff should develop a prioritized list for educational programming. Educational programming should encompass many aspects to entertain, enlighten and educate adults and youth on historical, fine art, cultural, natural history and social issues. Museum exhibits and educational programming are an excellent way to encourage civic and personal pride and social understanding.

Programming would target local residents and visitors, adults and children. Local groups who might use the space would be a local Girls and Boys Club, community schools, historic preservation groups, and the Sitka Historical Society, among others.

Youth Programming

- Public and private schools and youth groups should be encouraged to bring children to the Museum. Identify teacher needs and develop age and curricula appropriate programs. Components would include a pre-visit introduction via flyer or DVD, a tour of the Museum exhibits, and a follow-up activity for the teacher in the classroom. Prioritize program theme and age groups to develop one new tour a year, maintaining four to five tour offerings for different ages. Aim to get local kids into the Museum on school tours at least three times between kindergarten and 12th grade. Market these offerings with a flyer to the schools each September.
- Coordinate with activities provided at the library, special events such as Alaska Day and Sitka Music Festival and other venues.
- A half day, one week long children's activity for ages 6-12 might be offered during either spring or winter break. Up to 16 children could be accommodated, possibly with activities happening in the visitor lobby. These might be led by the museum intern, with volunteer assistance. The Juneau-Douglas City Museum has offered a summer activity for years. Cost should be comparable to other Sitka children's activities, but for this report calculated at 16 children x \$150 = \$2,250 with a \$250 expense budget for food and supplies.

Adult Programming

- Educational Programs for adults might include exhibit openings, lectures or tours in the winter on selected themes offered by specialists. For example, ask a local or visiting expert or organization to speak, give a tour on an object or exhibit theme in the Museum. Attempt to have a variety of themes, academic and popular. Museum Interns should offer a parting presentation.
- Programs should be designed attract no more than 15 participants per tour. If a seated presentation, plan for room to expand. Budget for travel, housing and honorarium for out of town experts. These programs would be shared with the other organizations, with the Museum's contribution being housing.
- Offer a 3-4 hour training in the spring to community tourism providers to educate them on local history and culture while introducing them to the Museum. A 3 hour training might include watching a Sitka History Video, a guided tour of the exhibits, a Q & A session, a table for brochures from tourism operators, and handouts on Sitka's history and natural history. A \$30-40 fee would cover staff time, printing and refreshments and include a single visit pass to encourage participants to become familiar with the Museum. This might be done jointly with SCVB and their volunteer training.
- Coordinate the management and operations of the various AV presentations.
- Collaborate with other tourism operations such as the railroad and other local venues.

Marketing & Advertising

Marketing and advertising is very critical to success. The Museum Director and Board would establish goals and scheduling. Audiences would be identified so that the programs and marketing will be effective.

Marketing for the Museum:

- Create and disseminate an annual brochure/rack card & poster, create articles for travel books, SCVB, other visitor guides, and newspapers, and use the local scanning channel, PSAs, and an enhanced Museum web page, and other local resources. Articles for summer marketing should be sent out by January.
- Fall flyers about youth offerings, school tours, and winter exhibits and lectures would be disseminated through the Parks and Recreation Department, the schools, the Library, SCVB, and using local PSAs, the scanning channel, and the Museum web-page.
- Marketing and advertising require organization, effective design, and timely scheduling.
- Staff should know who on the Board or on staff belong to the local Chamber of Commerce, Rotary, and Visitors Bureau and attend the meetings, and present at tourism and local civic organizations' functions.
- Obtain sponsorship for events and winter admission and have the sponsoring organization's membership promote and attend the event..
- Engage the community. Tourism training and special events encourage word-of-mouth promotion.
- Free single and season passes may be used to encourage visitation and thank donors.

RECOMMENDED BUDGET

Expences

Personnel Services		Recommended
Museum Exec. Director	1 FTE	\$50,000
Curator Coll. & Exhibits	1 FTE	\$42,000
Archivist	½ FTE	\$20,000
Visitor/ Store Manager	1 FTE	\$30,000
Program Coordinator	½ FTE	\$18,000
Museum Asst	½ FTE	\$12,000
Total Salaries		\$175,000
Total Personnel		\$227,500 w/ 30% benefits

Services and Commodities

Printing & Advertising **\$ 2,700**

Summer & Fall Brochure & Poster	\$ 1,200
Historic Walking Maps	\$ 200
Newsletter	\$ 400
Misc. Advertising & Forms	\$ 600
Exhibit photos, labels, interpretive material	\$ 500

Subscriptions/Dues **\$ 500**

Memberships: Museums Alaska \$100, AASLH \$100,
Ak. Hist. Soc. \$100, misc. other \$200

Travel/PerDiem **\$ 2,500**

2 staff to Museums Alaska Conf. \$2500

Communications **\$ 5,000**

Telephone & Internet: Based on FY2011 \$4,500
Web site maintenance \$400
Postage and shipping \$100

Training/Education

Board Training \$300
2 Museums Alaska Conf. registrations \$800
Professional books \$200

Other Special Services **\$ 36,800**

Museum Shop inventory & shipping \$35000
Bank charges & CC Fees 1700, check printing \$100

Insurance **\$ 2,000**

Non-White House

Maintenance & Repairs **\$ 1,000**

Collections restoration or preventive care \$500
Office & exhibit equipment \$500

Contracted Services **\$ 18,300**

Accounting/QuickBooks \$1,500
Intern Stipend (12 wks x \$250p/w + \$500 travel) \$3,600
Intern Stipend (26 wks x \$250p/w + \$500 travel) \$7,500
Misc. Consulting (Historical, IT, etc.) \$ 500

Sitka Historical Museum Programming
The Foraker Group, Pre-development
November, 2011

Janitorial 5 avg.hpw for museum gallery @ \$20 p/h \$5,200

Museum Acquisitions		\$ 1,000
Purchase of material for the permanent collections.		
Operating Supplies		\$ 5,200
Collections: cleaning, storage, accessioning,	\$600	
Exhibits: interpretive materials, paper:	\$800	
Programing, reception/event/fundraising food:	\$2000	
Volunteer Recognition:	\$500	
Printer/copier ink, toner, paper, pens, filing:	\$1000	
Museum Shop supplies and equipment	\$300	
Equip, Furniture, Tools		\$ 1,500
New and replaced equipment and furniture		
	\$1500	
White House		\$ 10,000
Utilities	\$	
Insurance	\$ 1,500	
Maintenance	\$ 3,000	
Annual Fee	\$ 100	
Total Non-Personnel		\$ 86,500
TOTAL OPERATING BUDGET		\$312,300

Revenues

City Subsidy		\$175,000
Subsidy to cover cost of salaries		
Admissions		\$ 24,500
Individual \$24,000, Season Passes \$500		
Gift Shop Sales		\$ 75,000
Web sales should include charge for postage		
Fundraisers:		\$ 17,500
To fund operational expenses in museum		
Wine Tasting	\$ 7,500	
Annual Fundraiser	\$10,000	
Artist Sales		\$ 200
Membership (based on FY2012 budget)		\$ 7,000
Lobby Exhibit Case Rental		\$ 4,000
Museum coordinates and manages 8 cases in Lobby.		
\$500 per year x 8 = \$4,000		
Successful Grants		\$ 9,000
To fund operational expenses	\$8,000	
To fund art acquisitions	\$1,000	
Classes & Programs		\$ 3,000
1 ½-day x 5 day Spring or Winter	\$2,250	
Tourism Training 20 participants x \$35	\$ 750	
Misc. Donations		\$ 500

Copy/Research Charges	\$ 100 = \$141,200
TOTAL REVENUES	\$316,000

Appendix A

Comparison Chart

DAILY VISITOR, REVENUE, & VOLUNTEER LOG

DATE: _____ STAFF IN CHARGE: _____

	<u>VISITORS #</u>	<u>ADMISSION \$</u>	<u>MUSEUM STORE \$</u>	<u>STAFF</u>
SHIFT 1:	_____ / _____	_____ / _____	_____ / _____	_____ / _____
SHIFT 2:	_____ / _____	_____ / _____	_____ / _____	_____ / _____
SHIFT 3:	_____ / _____	_____ / _____	_____ / _____	_____ / _____
TOTAL:	_____ / _____	_____ / _____	_____ / _____	_____ / _____

SPECIAL GROUPS: (School group, event, convention group, pre-paid tour group, other)
 NAME _____ # _____ PAID? Y N _____

TOTAL PAYING AND NON-PAYING VISITORS: _____

VOLUNTEER SIGN-IN:

NAME	# HOURS	ACTIVITY (see below*)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Activities: FD=Front Desk, C=Collections, E=Event/Ed, Ex=Exhibit, B=Board, O=Other

NOTES: (accidents, convention name, discrepancies, suggestions, etc.)

Appendix C

TYPICAL MUSEUM S.O.P. MANUAL TABLE OF CONTENTS

- I. Introduction
 - 1. Statement of Purpose
 - 2. Mission Statement
 - 3. Museum Staff

- II. Facility Operation and Maintenance
 - 1. Visitor Admission Fees
 - 2. Opening and Closing Procedures, Hours
 - 3. Transmittals and Deposits
 - 4. Volunteers Receptionists
 - 5. Telephone Recorded Messages
 - 6. School and Youth Groups
 - 7. Refund Policy
 - 8. Facility and Grounds Contacts
 - 9. Breaker Box Locations

- III. Museum Security
 - 1. Introduction
 - 2. Theft Prevention
 - 3. Front Desk Staffing & Training
 - 4. Intrusion and Fire Alarm Directions
 - 5. **Emergency** Situations: What to do in case of...
 - 6. Floor Plan Exit Routes

- IV. Health and Safety
 - 1. Hazardous Communication Program
 - 2. Avoiding Injuries
 - 3. Chemical Inventory & MSDS Sheets
 - 4. How to Report an Employee's Injury or Illness
 - 5. Basic First-Aid Procedures

- V. General Staff Information
 - 1. Personnel Information
 - 2. Museum Staff Ethics
 - 3. Task List by Museum Employee
 - 4. Position Responsibilities

5. Contractors, Instructors, Temporary Employees

- VII. Educational Programming
 1. Introduction
 2. School and Youth Groups
 3. Outreach
 4. Programs & Events Guidelines
 5. Workshops and Classes

- VIII. Collection Management Policy
 1. Introduction
 2. Statement of Purpose
 3. Scope of Collections
 4. Delegation of Authority
 5. Acquisition Policy and Procedures
 6. Deaccession Requirements
 7. Loan and Borrowing Procedures
 8. Security and Insurance
 9. Access and Disclosure
 10. Ethics
 11. Management Guidelines

- IX. Exhibition
 1. Policy
 2. Floor/Exhibit Case Plans
 3. Outreach Locations

- X. Marketing and Advertising
 1. Policy
 2. Credit Statements & Logos
 3. Current Methods

- XI. Administrative Forms
 1. Incident Report

- XII. Appendices
 1. Mayor and Assembly Directory
 2. Lost and Found Log Book and Procedures

Appendix D

Collaborations and Funding Opportunities

The recommended positions should enable enhanced development and on-going management of collaborations, project strategies, and funding possibilities. These areas are strongly inter-linked. Before approaching potential partners and funding sources, it will be important to prioritize program and project goals.

Potential Collaborations:

- Establish a policy about how partners and donors will be recognized.
- Coordinate cultural facilities to jointly advertise. Encourage a joint admission ticket, consider a shared heritage tour van or encourage a heritage tour by a tour company, and other marketing ideas.
- **Sitka School District:** Establish a dialog with the school district, local elementary, middle and high school principals and/or teachers to develop educational programming which best meet the teachers' core curriculum needs. Target kindergarten, fourth grade, middle school and high school, plus home school and youth groups. Suggest they coordinate an annual Artist in the Schools or high school art exhibit in the Temporary Gallery to reach this youth audience.
- Collaborate with other Sitka organizations that might welcome a venue for short- or long-term exhibits. They might monetarily sponsor an exhibit on an area of their interest, provide important research or interpretive material, loan cultural, historical or fine art objects to fill a gap in the collections, or install an exhibit featuring their collections and mission.
- The **Alaska State Museum** is anxious to help all museums, providing assistance in many aspects of museum operation. Statewide Services Curator, Scott Carlee, helps recruit and screen museum interns, a valuable service. They also make long-term loans of objects in their collections.
- One of the **Alaska State Council on the Arts** goals is to build stronger communities through the arts. Consider assistance to build an art program and the Alaska Humanities Council for humanities efforts.
- Community Volunteers: Individuals in the community are an incredible value. However, they require recruitment, support, appreciation, worthwhile tasks, organization and appreciation. The Museum provides a healthy and important volunteer experience. Aim for 1,000 hours per year of volunteer assistance and recognize volunteers annually.

Funding Sources:

Grants: An experienced museum curator could write an Alaska State Museum Grant-in-Aid proposal for a special project, intern services, or special equipment for \$2,000 to \$10,000 per year, and the Rasmuson Foundation's Art Acquisition Fund proposal to purchase art from a local living artist would be in the range of \$500 - \$1000 annually. Researching and writing these two grants might take 40 – 50 hours the first year, less in future years, depending on the complexity of the grant. Other Rasmuson museum grants should then be explored. Grants should never be counted on for operational expenses as they are unreliable.

- Become aware of who funds related programs offered in Sitka and attempt to collaborate instead of compete for the same funds.
- Establish a policy on how donors and volunteers will be recognized. Create some kind of donor recognition board.
- **Sitka Residents:** Local residents are the Museum's primary user group, even if they are not the most numerous. Hold an annual May 18 (or earlier) Museum Day open house for the public, tourism industry, and volunteers. Provide a drawing or event with food to encourage greater attendance. This provides familiarity for locals to share with the summer visitor, and an opportunity to recruit museum volunteers, sell annual passes, etc.
- **Community Groups:** Prepare a letter and/or short presentation for local service clubs, hotels & businesses. Request funding or physical assistance related to their service goals. Ask businesses to carry brochures and hang your poster. The local Chamber of Commerce and Visitors Bureau may be interested in having the Museum provide compensated visitor services to reduce their staff time. Ask hotels if they would be willing to house a visiting lecturer or consultant once a year, and ask grocery stores, catering services and/or restaurants to sponsor a reception or activity. Advertise this support.
- **Statewide:** Prepare a letter, brochure and/or short presentation for the Alaska Humanities Forum, and the Alaska State Council on the Arts. Learn about their funding programs. www.eed.state.ak.us/aksca/ & www.akhf.org
- **Cruise Ship Companies:** Prepare a letter and brochure and/or short presentation for NorthWest Cruise Ship Association and visiting cruise ship companies. Ask them to underwrite a special summer exhibit or program. www.nwcruiseship.org & www.akrr.com/
- **The Rasmuson Foundation** is an amazing resource for historical, cultural, and arts institutions because of their project grants programs. Apply annually for Art Acquisition Funds, plus other arts and culture related funding. This might be a source for compacting storage or exhibit design financial assistance. www.rasmuson.org
- **The Alaska State Museum Grant-in-Aid** funds up to \$10,000 for special projects, programming, intern support, etc. are due each June. Mini-grants for up to \$2,000 are easy 2-page proposals. www.museums.state.ak.us/
- Other funding organizations for large projects might be the **Allen Foundation for the Arts, the M. J. Murdock Charitable Trust, Institute of Museums and**

Library Services (IMLS), and other organizations listed under ‘Potential Collaborations.’”

- Establish an endowment fund for a future financial stability.